



Slovenia's Employer Engagement Strategy

THE PRACTICE AIMS TO IMPROVE COOPERATION WITH EMPLOYERS BY PROVIDING IMPROVED COUNSELLING, BETTER SERVICES AND INCREASED COOPERATION WITH EMPLOYER ASSOCIATIONS.

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SLOVENIA

The strategy aims to strengthen the Employment Service of Slovenia's focus on employers by improving the specialisation of employees in this regard and enhancing employer services overall.

Name of the PES	Employment Service of Slovenia (ESS) / Zavod Republike Slovenije za zaposlovanje (ZRSZ)
Scope of measure (a pilot project or a national reform)	National.
When was the practice implemented? (including start and end date for pilot projects)	The practice was introduced as a pilot project in 2012 and was implemented nationally in 2014.
What was the driver for introducing the practice? Was it internal or external?	Employees at the ESS were not specialised in working with employers, as they all worked with both unemployed persons and employers. Employers were not satisfied with this approach, especially with the service quality, and felt that they did not receive appropriate support from the ESS on basis of their needs.
Which organisation was involved in its implementation?	The Employment Service of Slovenia (ESS) in cooperation with employers' organisations, selected strategic employers and other partners. The Employer Engagement Strategy was prepared by involving ESS employees from various offices and departments (a bottom-up approach), with cooperation of the ESS Expert Council (members are experts in the labour market, representatives of employers, academia, etc.).
Which groups were targeted by the practice?	The practice itself is directed at employers. To achieve the set objectives, both employers' associations and other labour market players and employees at the ESS, especially employees working as employer counsellors, were targeted.
What were the practice's main objectives?	<p>To increase the quality of services offered to employers and to improve the cooperation with employers.</p> <p>Measures for obtaining these objectives are:</p> <ul style="list-style-type: none"> ▶ Providing one-stop-shop availability for all services used by employers. ▶ The employer's size, sector and region will be taken into account when defining specific services to be offered to employers. ▶ Strengthening the cooperation with employer associations and other labour market players at the local, regional, national and international levels. ▶ Providing continuous training and education to employees at the ESS with the aim of providing targeted, relevant and effective employer-centred services.

What activities were carried out?

The following activities were carried out:

- ▶ Creation of new regional offices specialised in working with employers, along with a central office for coordination and the development of new services to employers.
- ▶ New services and written standards for working with employers were developed.
- ▶ Written agreements with employer associations and agencies were concluded. Also, a vocational barometer to monitor developments in the labour market was developed and events were organised.
- ▶ The segmentation of employers (by size, sector, region, and reference) is taken into account in all activities.
- ▶ Specialised training for employer counsellors and regular meetings of employer counsellors were established.

What resources and other relevant organisational aspects were involved?

The strategy implementation was coordinated by the ESS Central office in cooperation with the newly established Central Office for Employers, all other ESS departments and regional, and local offices. Employer associations, members of the Expert Council, and external labour market and business experts played an important role in the strategy implementation.

What were the source(s) of funding?

The ESS budget was used, complemented by an ESF-funded project.

What were the outputs of the practice: people reached and products?

- ▶ The establishment of 12 regional and 1 central office for employers, delivering specialised support and services to employers. The establishment phase included the appointment of counsellors who are now exclusively working with employers, the implementation of a training programme for these counsellors and their participation in the training sessions.
- ▶ Established standards for working with employers, which provide a basis for the uniform provision of services for employers throughout Slovenia, as they determine the scope and level of services provided by ESS employees.
- ▶ New services for employers were introduced: job advocacy, inclusive job design, Duo-day.
- ▶ Written agreements on business cooperation with all representative employer associations and the association of employment agencies, followed by an annual action plan.
- ▶ Employees providing services to employers (around 80 counsellors) were included in a special modular training regarding sales, negotiations, employer interviews, job analysis, candidate selection, etc.
- ▶ Increased number of visits to employers and recruitment events for jobseekers.
- ▶ New capacities for monitoring the labour market were built – Vocational barometer.
- ▶ Development of a new IT infrastructure to support services for employers, including a CRM programme, a new search & match tool and a new online portal for employers.
- ▶ Introduction of new forms of employer segmentation such as employers with positive references (i.e. employers receiving awards and being recognised as good employers).

What outcomes have been identified?

- ▶ The number of job vacancies reported to ESS are on a record level in 2022.
- ▶ Employer satisfaction with support of employer counsellors is very high; 4.28 (on a scale from 1 to 5) in 2022.
- ▶ The employer engagement strategy paved the way for a very successful implementation of intervention measures during the Covid-19 pandemic.
- ▶ Employer associations have recognised ESS as an important partner in the labour market. ESS also received an award.

What are the lessons learnt and success factors?

From the existing experiences, four major conclusions can be drawn:

1. A strategy to strengthen the internal cooperation between ESS employees working with employers and ESS employees working with unemployed persons is needed and the interface between the two counsellor groups has to be strengthened.
2. The Covid-19 pandemic increased the need for the digitalisation of services. The ESS needs to plan additional support in developing the digital skills of its own staff, unemployed people and employers.
3. A new service delivery model is needed to address the future needs of the labour market and employers with an emphasis on digital service delivery, anticipating future labour market competence needs, taking into account the digital and green transformation and new service requirements by job seekers who need additional support to integrate the labour market
4. The cooperation with all stakeholders in the labour market needs to be strengthened.



Contact details for further information

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